

HISTORICAL
DOCUMENTS
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6 May 1958

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BRIEF FOR: The CIA Career Council

SUBJECT: Review of Personnel Management

At the 42nd Meeting of the Career Council on 25 April 1957, it was decided that a review of the Agency personnel management would be undertaken one year hence. The major part of the 42nd meeting of the Council had been devoted to a review of the Inspector General's paper entitled "Role of the Director of Personnel" and the Director of Personnel's reply. Thus, the review called for in 1958 is the second annual general discussion of personnel administration. It is proposed that the same general subjects be taken up again.

1. STRUCTURE OF PERSONNEL MANAGEMENT

The 1957 review of the role of the Director of Personnel and the resultant assignment of important responsibilities to the Career Services has made it possible to develop Agency personnel programs in a less diffuse and less ambiguous way than before. Career boards and panels and the heads of career services are becoming important and respected instruments in the field of personnel management. However, in many cases, decisions are still made too slowly.

2. POLICY MAKING (Effectiveness of the policy making process at the Career Service and Agency levels)

Examples of the way in which the career services are developing their own policies within the framework of Agency policy are career planning, competitive promotions and selection-out.

3. HIRING

From the point of view of the Office of Personnel, there are no significant problems in this field.

4. ASSIGNMENT AND REASSIGNMENT

a. Areas of Moderate Progress



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The flexible T/O procedures will, in our opinion, alleviate many of the problems pertaining to the assignment of personnel returning from overseas. In addition, special instructions have been issued to the Chairmen of the A, B and C Panels which, if acted upon, will bring these officials more effectively into the management of Clandestine Services personnel.

The practice is established that unsatisfactory clerks may be returned to the pool.

b. Areas of Little or No Progress

Efforts thus far to control file shopping have been unsuccessful. We are now considering signing out files as you do from the library on a one month basis. The person to whom the file is sent will be asked to show it only to senior people and to give us a list of the people to whom it has been shown.

The contents of official personnel files are unnecessarily counter-productive from the point of view of assignment and reassignment. We plan to remove old routing slips and to keep these separately for the exclusive use of personnel technicians.

The Special Placement Committee has achieved little or nothing in the past year, largely because it has received only borderline cases and also because of the influence of ceilings generally on assignment and reassignment. The structure of the committee and the relationship of its members to the career services which they represent may require some change.

A year ago when the problem of assignment and reassignment was discussed the Council viewed it almost entirely from the point of view of the needs of the individual. During the coming year, I propose to make every effort to identify those individuals in the Agency whose continuance in their present career service over an extended period of time is against Agency interests. It will then be necessary to take steps to move them to other career services or to assist them in finding employment outside of the Agency. This program will result in increased demands on the Agency's training facilities. This is a program which, like selection-out, may be expected to achieve only moderate results each year.

5. PROMOTION, DISCIPLINE AND DISCHARGE

It is our impression that the competitive promotion procedure is working well, that boards and panels have become more discriminating and effective

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during the past year and that the prestige value of a promotion earned under this system is considerably greater than that of promotions earned heretofore. However, there is still room for improvement in this field.

Similarly, the willingness of career service chiefs to nominate individuals for discharge and our ability to effect separations based on ill-discipline, misbehavior, unsuitability and inefficiency have produced moderately sound results.

We have not had time to assess the value of the Agency's selection-out procedure.

6. WAGE CLASSIFICATION

With the introduction of our flexible table of organization procedures, salary administration will be based on the career service staffing authorization rather than on the existence of an aggregate number of approved positions filled by a given career service.

This system of salary administration is untried. If we are successful in establishing reasonable staffing authorizations, we will be in a position to move forward confidently in proposing a revised Agency pay plan.

7. MANAGEMENT DEVELOPMENT

The Director of Personnel is compiling a list of individuals who may be considered for the Agency's management development program. It is hoped that this list will be in shape to review before the end of the year.

8. TRAINING

Noted above under Assignment and Reassignment.

9. CONTROL

No progress has been made in this area. The extent of the Director of Personnel's control under Agency personnel programs has remained essentially unchanged and is considered to be neither very satisfactory nor very unsatisfactory.

10. MORALE SERVICES

The Public Service Aid Society is reasonably well launched and its value as an instrument of personnel administration is beyond question. Agency recreation programs have maintained their modest vitality and have experienced some expansion during the past year.